

CHAPTER 1**OFFICER RECRUITING LEADERSHIP AND MANAGEMENT****SECTION 1****CHANGES TO COMNAVCRUITCOMINST 1131.2 AND DISTRIBUTION****010101. COMNAVCRUITCOMINST 1131.2 RECOMMENDED CHANGES**

a. Recommended changes to COMNAVCRUITCOMINST 1131.2 may be submitted by anyone via their chain of command.

(1) Changes must be submitted in the exact form and wording being recommended. Identify the article(s) and page number(s) affected by the recommended change. Include full justification for the proposed change.

(2) Recommended changes will be typed or legibly handwritten. Navy Recruiting Command members will copy and complete Exhibit 010101, Recommended Change Form, when submitting change recommendations to NAVCRUITCOM (N35). Change recommendations received via any format other than email will not be accepted. Change recommendations received without proper routing via the chain of command or endorsements will not be accepted. Recommended Change Form can be downloaded from <http://www.cnrc.navy.mil/Publications/forms.htm>

Address recommended changes to:

Navy Recruiting Command
Policy and Programs Division (N35)
5722 Integrity Drive
Millington, TN 38054-5057

Note: Provide an information copy to:

Commander, Navy Recruiting Command (N7)

b. Textual changes will be highlighted in both the paper and electronic versions of COMNAVCRUITCOMINST 1131.2.

010102. AUTHORITY FOR ISSUANCE. The Recruiting Manual - Officer (CRUITMANOFF) is issued per Bureau of Naval Personnel (BUPERS) Instruction 5450.16, under the provisions of 5 USC 301 and 302; 10 USC 6011, 10 USC 504, 12103, 12201 *et. seq.*, 651, 2107, 2120 *et. seq.* and 2130a; and Articles 0206, and 0307 U. S.

Navy Regulations 1973. Commander, Navy Recruiting Command (COMNAVCRUITCOM) is responsible for issuance, maintenance and changes to this regulation.

010103. DISTRIBUTION. COMNAVCRUITCOM 1131.2D and all future changes can be obtained by accessing the Recruiting Quarterdeck using the following link: www.cnrc.navy.mil, then click on "Publication".

EXHIBIT 010101. RECOMMENDED CHANGE SUBMISSION DOCUMENT

Recommended Change to COMNAVCRUITCOMINST _____	
<p>From:</p> <p>To: Navy Recruiting Command Policy and Programs Division (N35) 5722 Integrity Drive Millington, TN 38054-5057</p> <p>Via: (1) Commanding Officer, Navy Recruiting District _____ (2) Commander, Navy Recruiting Region _____</p> <p>SUBJ: PROPOSED CHANGE TO COMNAVCRUITCOMINST _____</p> <p>1. Applicable page(s) _____, paragraph(s) _____</p> <p>(Include all pages/paragraphs, which will be affected by the recommended change.)</p> <p>2. Recommended change:</p>	<p>10/21/09 _____ Date</p>
<p>3. Justification:</p>	
<p>_____</p>	

EXHIBIT 010101. (P. 2) RECOMMENDED CHANGE SUBMISSION DOCUMENT

Recommended Change to COMNAVCRUITCOMINST _____	
First Endorsement	
_____ Date	
From: Commanding Officer, Navy Recruiting District _____	
To: Commander, Navy Recruiting Command (N35)	
Via: Commander, Navy Recruiting Region _____	
1. Forwarded, recommending _____	
2. Comments:	
SAMPLE	

Second Endorsement	
_____ Date	
From: Commander, Navy Recruiting Region _____	
To: Commander, Navy Recruiting Command (N35)	
1. Forwarded, recommending _____	
2. Comments:	

SECTION 2**PUNITIVE APPLICATIONS OF COMNAVCRUITCOMINST 1131.2**

010201. CONTENT. This manual is published as COMNAVCRUITCOM Instruction 1131.2 to prescribe enlistment/commissioning eligibility requirements, provide information on various programs available to applicants for Naval Service, prescribe procedures for the enlistment/commissioning and processing of men and women into the United States Navy Active and Reserve Components, and to govern the actions and conduct of all personnel connected with the recruitment and processing of Navy applicants.

a. Personnel requiring an interpretation of the intent of wording in this instruction will contact their chain-of-command. In the event the chain-of-command cannot provide a satisfactory explanation, the Region representing the NAVCRUITDIST that raised the question will contact NAVCRUITCOM (N3).

b. All Navy applicants will be processed in accordance with this instruction. If their eligibility circumstances do not fall within the parameters described herein, they will not be processed.

010202. AUTHORITY OF MANUAL. COMNAVCRUITCOMINST 1131.2 has the same force as orders from Commander, Navy Recruiting Command. Violation of COMNAVCRUITCOMINST 1131.2 provides a basis for disciplinary action under the Uniform Code of Military Justice (UCMJ), e.g., Articles 84 and 92. Violations of COMNAVCRUITCOMINST 1131.2 may also be cause for appropriate civil action in addition to any penalty provided by the UCMJ.

010203. ERRONEOUS/ FRAUDULENT ENLISTMENT/COMMISSIONING. Erroneous or fraudulent enlistment/commission waivers will be required when an applicant has been enlisted/commissioned without meeting all applicable accession criteria contained in this instruction. The Navy Recruiting District (NAVCRUITDIST) will investigate violations of recruiting standards, practices, and/or procedures to determine culpability under the UCMJ. Naval Military Personnel Manual (MILPERSMAN) and COMNAVCRUITCOM instructions provide guidance on what constitutes an erroneous or fraudulent enlistment/commission and what constitutes an acceptable enlistment/commission.

a. All erroneous and fraudulent enlistments/commissions will be submitted within 30 days of discovery to NAVCRUITCOM (N31) with copies to NAVCRUITCOM (00IG and 00J), via chain of command, for review and retention. For members that have not yet been enlisted/commissioned, cases will be adjudicated by NAVCRUITCOM. Cases of members that have been enlisted/commissioned will be forwarded, with recommendation, by appropriate PM via chain of command to Navy Personnel Command (NAVPERSCOM) (PERS-9) for adjudication.

b. When an investigation reveals an erroneous or fraudulent enlistment/ commission, the recruiter will submit a letter, via chain of command, explaining the circumstances of the error/fraud. Exhibits 010201 and 010202 will be used as guidance.

**EXHIBIT 010201. ERRONEOUS/FRAUDULENT ENLISTMENT/COMMISSION
RECRUITER LETTER**

Date

From: Recruiter, Navy Officer Recruiting Station, City/State
To: Commander, Navy Recruiting Command (N3)
Via: (1) Commanding Officer, Navy Recruiting District
 _____, City/State
 (2) Commander, Navy Recruiting Region _____

Subj: ERRONEOUS (FRAUDULENT) ACCESSION ICO RATE/FIRST NAME,
MIDDLE INITIAL, LAST NAME, USN, SOCIAL SECURITY NUMBER

Ref: (a) COMNAVCRUITCOMINST 1131.2D
 (b) List other applicable references (i.e., COMNAVRESFOR
 or other instruction). Specific format is provided
 in SECNAVINST 5216.5.

Encl: (1) Residual file ICO RATE/FIRST NAME, MIDDLE INITIAL,
LAST NAME, USN, SOCIAL SECURITY NUMBER

1. Per reference (a), enclosure (1) is forwarded.
2. On date, Rate/First Name, Middle Initial, Last Name was
accessed under the provisions of the (specific program). Per
references (a) and (b), (provide a short synopsis of the
reason(s) for the erroneous or fraudulent accession and how
the error or fraud was discovered/detected).

Signature

Copy to:
COMNAVCRUITCOM (00IG)

EXHIBIT 010202. SAMPLE ERRONEOUS/FRAUDULENT ACCESSION
ENDORSEMENT FROM NAVCRUITDIST

(Must be on Letterhead)

1130
 Ser N31/
Date

FIRST ENDORSEMENT on Recruiter Rate/Name ltr of (date)

From: Commanding Officer, Navy Recruiting District _____,
 City/State

To: Commander, Navy Recruiting Command (N311)

Via: Commander, Navy Recruiting Region _____

Subj: ERRONEOUS (FRAUDULENT) ACCESSION ICO RATE/FIRST NAME,
 MIDDLE INITIAL, LAST NAME, USN, SOCIAL SECURITY NUMBER

1. Per reference (a), enclosure (1) is forwarded recommending approval.
2. Provide comments and suggestions.

 Signature

- - - - -
 SECOND ENDORSEMENT on Recruiter Rate/Name ltr of (date)

From: Commander Navy Recruiting Region _____,

To: Commander, Navy Recruiting Command (N311)

Subj: ERRONEOUS (FRAUDULENT) ACCESSION ICO RATE/FIRST NAME,
 MIDDLE INITIAL, LAST NAME, USN, SOCIAL SECURITY NUMBER

1. Per reference (a), enclosure (1) is forwarded recommending approval.
2. (Description of actions taken to prevent a recurrence).

 Signature

Copy to:
 COMNAVCRUTCOM (00IG

SECTION 3**DUTIES AND RESPONSIBILITIES OF RECRUITING
STAFF**

010301. INTRODUCTION. This section details the responsibilities of the various staff personnel.

010302. REGION OFFICER PROGRAMS OFFICER (ROPO). Department Head for the Region Officer Programs Department. Advises the Region Commander of those Region level actions necessary to enhance attainment of assigned Region Officer recruiting goals through the supervision of Region Personnel, application of resources and direct liaison with District Officer Programs Officer. Must understand and be able to perform the functions of the NAVCRUITDIST Officer Recruiter (OR) and Officer Programs Officer (OPO). It is mandatory that Region OPOs attend the OR and OPO courses taught at NORU.

010303. REGION MEDICAL PROGRAMS OFFICER (MPO). The Region Medical Programs Officer (MPO) is responsible to the ROPO for the overall recruiting efforts of the Medical Officer Recruiters in the 13 NAVCRUITDISTs. The MPO coordinates these efforts and serves as a focal point and intermediary to the Region and NAVCRUITCOM. Specifically the MPO:

- a. Coordinates with the NAVCRUITDISTs to provide Medical VIP trips and interviews during the tours.
- b. Assists the NAVCRUITDISTs in the processing of applications.
- c. Provides coordination between Program Managers and NAVCRUITDISTs for changes in Program Authorizations and quotas.
- d. Provides the Region Commander with statistical analysis of recruiting efforts and when necessary, gives suggestions for improvement.

010304. REGION NUCLEAR TRAINED OFFICER (RNTO). RNTOs are assigned to Regions to act as consultants and coordinators for the NAVCRUITDIST Nuclear Recruiter. They route, review and

disseminate all pertinent correspondence and appropriate information to /from NAVCRUITCOM and the District Nuclear Recruiter. They confirm each qualified applicant by established procedures with NAVCRUITCOM, track status of applicant paperwork and monitor preparation for interview at Naval Reactors. They also coordinate and conduct VIP visits to submarine/surface ships to introduce prospective nuclear officers to Navy life. Further, they coordinate and conduct nuclear instructor applicant visits to Nuclear Power School (IVIP) allowing candidates to obtain first hand information from school instructors and staff. They conduct one-on-one technical interviews with each applicant to determine strengths, weaknesses and likelihood of passing an interview at Naval Reactors, and coordinate and conduct trips to Washington, D.C. for interviews at Naval Reactors. Lastly, they provide all necessary support to the NAVCRUITDISTs to help achieve the Nuclear Program Mission.

010305. REGION CHAPLAIN CORPS PROGRAM RECRUITER (RCCPR). The RCCPR is responsible for ensuring the successful attainment of Region Chaplain Corps recruiting goals. Represent the Navy Chaplain Corps to potentially qualified prospects, educators and organizations which are influential among potential applicants. Provide information requests concerning applicants. Maintain a liaison with, provide advice and assist NAVCRUITDIST ORs in establishing community awareness of Navy Chaplain Corps and Theological Student Programs. Coordinate with BUPERS to assist NAVCRUITDISTs in arranging Chaplain Corps Interviews. Brief applicants scheduled to attend Chaplain school. Report regularly to the Region Commander and NAVCRUITCOM via the Region OPO on the status of Chaplain Corps recruiting.

010306. OPO FUNCTION. The OPO functions as the Department Head for the Officer Programs Department and the focal point for NAVCRUITDIST officer recruiting matters. He or she ensures attainment of officer recruiting goals by processing sufficient numbers of qualified applicants for commissioning or enlistment into the United States Navy through the supervision of assigned personnel and application of assigned resources. The OPO must obtain Officer Recruiter Personnel Qualification Standards (PQS) in addition to OPO PQS within six months.

010307. OPO RESPONSIBILITIES

a. Administration

(1) Recommend, initiate, review, forward and monitor OPO Department promotions, awards, Enlisted Evaluations, Chief Petty Officer and Officer Fitness Reports, disciplinary actions, Goaling Letter (Exhibit 050201), Quarterly Progress Review and the Officer Production Reviews Report (Exhibit 050205).

(2) Ensure adherence to governing directives relative to privacy act information. Serve as the Test Control Officer (TCO) responsible for testing materials.

(3) Prepare, review, and disseminate incoming and outgoing reports, correspondence and directives.

(4) Ensure required publications and directives are maintained and current.

(5) Enforce domicile to duty vehicle use, operation and maintenance requirements for vehicles assigned to the OPO Department.

(6) Ensure management of assigned Active Duty Officer Candidates per existing regulations.

(7) Supervise, train and counsel OPO Department personnel (military and civilian).

(8) Coordinate and or conduct enlistment and commissioning ceremonies.

(9) Notify NAVCRUITCOM of detachment in order to transfer NAVOPSPTCEN account.

(10) Ensure proper collegiate management per Ch 8.

b. Resource Management

(1) Develop and provide input to the NAVCRUITDIST Marketing Operations Plans. Monitor and adjust plans to ensure consistent attainment of assigned recruiting goals and targets.

(2) Initiate, adjust and execute the OPO Department annual budget.

(3) Recommend assignment of personnel in the OPO Department to Executive Officer (XO).

(4) Ensure that Medical Service Corps, Nurse Corps Officer Recruiters and Hospital Corpsmen dedicate themselves to recruiting Navy Medical Health Care applicants. They should not be burdened with numerous or major collateral duties or other administrative duties that do not pertain to medical recruiting. However, they are subject to all other personnel management policies which apply to other recruiters.

(5) Maintain the accountability of plant property and minor property assigned to the OPO Department.

(6) Monitor and distribute OPO Recruiting Aid Devices (RADs).

c. Marketing

(1) Perform a market and territory analysis to develop objectives and plans in support of the NAVCRUITDIST Marketing Operations Plan.

(2) Formulate, distribute, monitor and analyze quarterly officer activity and recruiting goals.

d. Recruiting

(1) Ensure communication is established and maintained with the chain of command, other services, local community leaders, colleges, Inactive Reserve Officers, Navy Operational Support Centers (NAVOPSPTCEN) Reserve Units, Blue and Gold Officers, Professional School Liaison Officers (PSLOs), Campus Liaison Officers (CLOs), Personnel Support Detachments (PERSUPPDETs) and Professors of Naval Science (PNSs) in the NAVCRUITDIST's area of responsibility.

(2) Ensure visits are conducted to colleges on a scheduled basis and campus data notebooks are properly documented.

(3) Approve or review (depending on Defense Travel System (DTS) set-up) officer recruiting staff travel itineraries.

(4) Oversee coordination of the various activities of the OPO recruiting team members (MEDVIPs, NUCVIPs, Chaplain Interviews, Educator Orientation Visit (EOVs), exhibit vans, Navy bands, air shows, and parades).

(5) Ensure applicants not qualified for Officer Programs are referred to the Enlisted Programs Department.

(6) Assign and ensure leads are followed-up in a timely manner. Monitor and reduce overdue leads.

e. Applicant Flow

(1) Maintain liaison with Military Entrance Processing Station (MEPS) on matters relating to Officer applicants.

(2) Ensure application kits are prepared in accordance with current directives.

(3) Ensure applicant interviews, testing and processing procedures are conducted in accordance with current directives.

(4) Ensure timely submission of application kits to NAVCRUITCOM.

f. Training

(1) Submit input to annual training plan.

(2) Implement Naval Education and Training Center (NETC), NAVCRUITCOM and NAVCRUITDIST OPO Department training program. Ensure training jackets are updated.

(3) Ensure compliance with PQS Training per COMNAVCRUITCOMINST 1136.2.

(4) Ensure all OR, OP and Officer Processor Lead (OPL) PQS is completed within 6 months or 9 months if remedial instruction is required.

(5) Personally observe, critique and train officer recruiters in proper prospecting, interviewing and sales techniques.

g. Quality Control (QC)

(1) Ensure applications are properly screened to make certain that mental, moral and physical requirements are met.

(2) Monitor quality of applicants being worked.

(3) Monitor quality of kit submission and error rate.

(4) Monitor approvals, attainment designators and subspecialty codes, transaction codes and drill verifications for awards boards at the end of each fiscal year.

h. Security Containers.

(1) Ensure that combination locks are used on all security containers. Only NAVCRUITSTA recruiting personnel shall be authorized knowledge of combination numbers.

(2) Ensure lock combinations are changed and submitted to the NAVCRUITDIST Security Officer annually or upon the departure of any NAVCRUITSTA recruiting personnel assigned to the Navy Officer Recruiting Stations (NORS) and District Headquarters.

(3) Ensure upon turnover to a new OPO that lock combinations are changed.

i. Production Management. Evaluate departmental productivity and adherence to the NAVCRUITDIST Marketing Operations Plan.

j. Reporting Relationships. Reports to the Commanding Officer (CO) and XO; authorized direct liaison with department heads and Region OPO.

k. Prerequisites. Completion of NAVCRUITCOM ORIENT UNIT Officer Recruiter and Officer Programs Officer Course, and completion of the OPO PQS within 6 months of reporting.

010308. OFFICER RECRUITER (OR) FUNCTION. The OR's function is to attain qualified applicants for selection into the Navy's Active and Reserve Officer Communities. ORs must complete Officer Recruiter PQS within six months.

010309. OFFICER RECRUITER (OR) RESPONSIBILITIES**a. Administration**

(1) Maintain a personal planning calendar for all recruiting activities (scheduled Marketing Operations Plan(MOP) events, schools visits, career fairs, presentations, phone power, interviews, etc.).

(2) Ensure campus data notebooks are properly updated including current list of collegiates, Center of Influence (COIs), and Post Visit Reports.

(3) Make travel arrangements for applicants to attend NUCVIPs, MEDVIPs, EOVs, and all required in-person interviews.

(4) Ensure applicants not qualified for Officer Programs are referred to the Enlisted Programs Department.

(5) Utilize Web NAVOPSPTCEN for effective management of all leads, contacts, prospects, applicants, and collegiates.

b. Prospecting

(1) Ensure leads are followed-up in a timely manner. Monitor and reduce overdue leads.

(2) Perform campus visits, conduct presentations, and attend career fairs at colleges/universities, medical schools, and teaching hospitals within assigned Area of Responsibility (AOR), and complete all required paperwork.

(3) Inform enlisted recruiters of visits to colleges in their areas.

c. Marketing

(1) Solicit support from COIs and present them with the opportunity to accompany applicants on a NUCVIP, MEDVIP, and EOV.

(2) Ensure liaison is established and maintained with the chain of command, other services, local community leaders, colleges, Inactive Reserve Officers, NAVOPSPTCEN Reserve Units, Blue and Gold Officers, PSLOs, CLOs and Professors of Naval Science in the NAVCRUITDISTs area of responsibility.

(3) Provide input to the OPO for the development of the next FY's MOP (Career Fair dates, projected costs for lunch and learns, Name list fees, any updates for school accreditations or programs of study, etc.).

d. Recruiting

(1) Recruit for potentially qualified persons through the use of all approved prospecting methods.

(2) Provide feedback to the OPO on recruiting events, such as their success or failure, reasons for success and failure, reason event was cancelled or rescheduled, and actual versus projected cost of event (cost should not exceed estimate).

e. Quality Control (QC)

(1) Ensure applicant interviews, testing and processing procedures are conducted in accordance with current directives.

(2) Efficiently and effectively execute the MOP and Plan of Action and Milestones (POA&Ms).

f. Reporting Relationships. Reports to the OPO; authorized direct liaison with Regional Nuclear Trained Officers (NTOs), Medical Programs Officers (MPOs) Regional Chaplains and Accession Officer CEC.

g. Prerequisites. Completion of NAVCRUITCOM ORIENT UNIT OR Course.

010310. OFFICER PROCESSOR (OP) AND OFFICER PROCESSOR LEAD (OPL)FUNCTIONS. The OP and OPL are responsible for the initial, ongoing and final processing and quality assurance of all officer applications, both active and reserve, through final disposition. They process officer applications, enlistment, commissioning and superseding appointment paperwork. This section describes their responsibilities.

010311. OP AND OPL RESPONSIBILITIES

a. Administration

(1) Ensures adherence to governing directives relative to privacy act information and the processing of officer applications.

(2) Prepares, reviews or compiles and disseminates incoming and outgoing reports, correspondence and officer application, enlistment, commissioning, affiliation and superseding paperwork.

(3) Ensure that required publications and directives are maintained and current.

b. Testing

(1) Test Administrator for the Aviation Selection Test Battery (ASTB) administers and transmits the ASTB. The ASTB can be taken either by paper and pencil or through the internet in the web-based format called APEX.NET. The preferred method is web-based.

(2) Ensure compliance with all rules and regulations pertaining to the ASTB.

c. Applicant Flow

(1) Maintain liaison with MEPS and N3M on matters relating to officer applicants.

(2) Ensure officer application kits are prepared in accordance with current directives.

(3) Ensure applicant interviews, testing and processing procedures are conducted in accordance with current directives.

(4) Ensure timely submission of application kits to NAVCRUITCOM.

d. Applicant Processing

(1) Familiarize and keep current with the required officer documentation and application submission procedures.

(2) Initial, ongoing, final processing and quality assurance of all officer applications, enlistments, commissioning, superseding appointments and affiliations, active and reserve.

(3) Obtain, explain and assist applicants in the completion of their officer applications, enlistment, commissioning, affiliation and superseding paperwork.

(4) Track and maintain accountability and status of all officer application paperwork received and submitted.

(5) Communicates with Officer Programs personnel concerning the status of applicant paperwork and to resolve any discrepancies.

(6) Communicate with NAVCRUITCOM, NAMI, N3M, BUPERS, Military Manpower, Personnel, Training and Education (MPT&E) and other commands to ensure timely, accurate and complete submission of officer application data to selecting officials and other gaining commands.

(7) Manage and track application paperwork on applicants participating in collegiate programs leading to a commission.

(8) Prepare travel orders for applicants for Officer Candidate School (OCS).

(9) Schedule physicals for applicants.

(10) Opening and routing mail as necessary.

(11) Answering incoming calls and routing as appropriate.

(12) Take information from prospects to give to officer recruiters when the recruiter is unavailable.

e. QC

(1) Monitor officer applications in regard to quality standards.

(2) Ensure applications are properly screened for completeness, accuracy and timeliness prior to Navy Recruiting Command (NAVCRUITCOM) submission to make certain all officer application requirements are met.

(3) Ensures all officer application, enlistment, commissioning, affiliation, superseding and collegiate paperwork is submitted per NAVCRUITCOM guidelines.

(4) Apply appropriate quality assurance controls to the process to ensure accuracy, completeness of data and timely submission to selecting officials.

f. Prerequisites

(1) Successful completion of the Officer Processing Quality Control Course.

(2) Successful completion of the Officer Processor PQS within 6 months of reporting to the position.

g. Reporting Relationships. Reporting authority is the OPL.

010312. ADDITIONAL DUTIES OF THE OPL. In addition to the above responsibilities, the OPL leads the Officer Programs Department processing team in the initial, ongoing and final quality assurance and processing of all officer applications, both active and reserve, through final disposition. The OPL also monitors and assigns processing workload, processes officer applications, enlistment, commissioning and superseding appointment paperwork and serves as the assistant to the Officer Programs Officer in determining office priorities.

a. Additional Responsibilities. Administration. Assign and monitor the Officer Programs Department workload.

b. Training:

(1) Provide on-going training to the officer processing staff.

(2) Assess the need for and provide additional one-on-one training to officer processors.

(3) As the certified NAVOPSPTCEN trainer for the department, provide all needed NAVOPSPTCEN training to the Officer Programs Department personnel.

(4) Ensure compliance with COMNAVCRUITCOMINST 1136.2.

(5) Schedule and conduct training for officer processors and officer recruiters at monthly training/production meetings. Training will be coordinated with the OPO.

(6) Training will be documented and training records maintained and retained for Command Inspection/Training Team review.

c. Testing

(1) Train all appropriate personnel concerning the ASTB.

(2) Ensure personnel are designated in writing to administer the ASTB.

d. Applicant Processing. Manage all processing issues and procedures and provide recommendations and solutions as needed to the Officer Programs Department staff.

e. QC. Final QC of all officer applications, affiliation, enlistment, commissioning and superseding paperwork, and NAVOPSPTCEN entries, ensuring completeness, accuracy and timeliness prior to document dissemination, and ensuring all requirements are met.

f. Prerequisites

(1) Successful completion of the Officer Processing Quality Control Course.

(2) Successful completion of the Officer Processor PQS within 6 months of reporting to the position.

(3) Successful completion of the Officer Processing Lead PQS within 6 months of assuming the position.

g. Reporting Relationships. Reporting authority is the OPO.

010313. DIRECTOR, OFFICER PROCESSING & COLLEGIATE MANAGEMENT DIVISION (N315). Ensure the completeness, accuracy, and integrity of officer application portfolios submitted for the purpose of commissioning men and women in the active and reserve components of the U. S. Navy.

a. Responsibilities

(1) Receive, process, supervise and manage to completion all officer application packages (Officer Development School (ODS), Officer Candidate School (OCS),

Direct Commission Officer (DCO), Navy Veteran (NAVET) and Navy Reserve Officer Training Corps (NROTC)) from the field and fleet activities.

(2) Liaise with OPs and regional OPs, field processors, recruiters and fleet commands to ensure timely and accurate submission of required documentation.

(3) Report and track the status of applications in work to the appropriate Division Officers and Program Managers in N311, N312, N313, and N314.

(4) Track Collegiate Management participants and provide oversight and assistance to Division Officers, Program Managers and responsible ORs to include reporting statistical data to NAVCRUITCOM N1. Major responsibilities include: pay, advancements, orders, transfers, commissioning documentation, scroll submission and liaison with Personnel Support Detachment (PSD) and Defense Finance Account Service (DFAS).

(5) Liaise with Directors to coordinate orders, class loading and class seats.

(6) Oversight of the Navy College First and Accelerate to Excellence enlisted programs, ensuring appropriate payment, payment recoup and tracking.

(7) Provide board-ready packages to the appropriate Program Managers (PM).

(8) Develops current and projected fiscal requirements necessary for successful mission execution.

(9) Review and provide updates to NAVCRUITCOM N35 on NAVCRUITCOM instructions and notices necessary for the implementation and execution of the various officer programs.

(10) Review, recommend changes and provide updated information for incorporation into the Officer Recruiting Manual, COMNAVCRUITCOMINST 1131.2D.

(11) Provide troubleshooting for Navy Recruiting Regions and Districts with regard to concerns or problems in the processing of officer applicants.

(12) Maintain liaison with officials with the Bureau of Naval Personnel, the Office of the Chief of Naval

Operations, the Bureau of Medicine and Surgery, and other commands to facilitate mission accomplishment.

b. Reporting Relationships. Reporting authority is the National Officer Programs Officer.

SECTION 4**MILITARY CONDUCT ON RECRUITING DUTY****010401. INTRODUCTION.** This section contains:

a. General policy and instructions governing the procurement of Navy Officers.

b. Procedures that foster professional military standards for Navy Officers in recruiting.

010402. ACCEPTANCE FOR ENLISTMENT AND COMMISSIONING

Applicants who meet prescribed standards are acceptable for enlistment/commissioning. No applicant will be refused enlistment/commissioning because of race, color, religion, national origin, or gender, if otherwise qualified in accordance with the provisions of this manual and Program Authorization (PA) for each designator.

010403. RECRUITER AWARENESS. The policies, instructions, and procedures in this manual implement directives from public law, Executive Orders, governmental agencies, Department of Defense (DoD), Department of the Navy (DoN), Navy Personnel Command (NPC), and NAVCRUITCOM. The Navy recruiter is the indispensable element of mission accomplishment. Therefore, it is essential that each recruiter be thoroughly familiar with this manual. Recruiter awareness must also include knowledge of each step in the process of qualification and enlistment/commissioning. Recommendations or inquiries will be submitted to NAVCRUITCOM through the appropriate chain of command.

010404. RECRUITING ETHICS

a. Penalty for Knowingly Enlisting/Commissioning Ineligible Applicants. Article 84, Uniform Code of Military Justice, expressly states: "Any person subject to this chapter who effects an enlistment/appointment in, or separation from the Armed Forces, of any person who is known by them to be ineligible for enlistment/ appointment, or separation because it is prohibited by regulation, law, or order, will be punished as a court-martial may direct."

b. Recruiting Promises

(1) Recruiting personnel will not make oral or written promises to applicants, parents, or to others except as authorized by this Manual or by other appropriate Navy directives. Misrepresentation or deception will not be tolerated. Implied or direct assurances and/or promises are prohibited. Further, recruiting personnel will not suggest to rejected personnel that by contacting or sending correspondence to DoD, CNO, BUPERS, NAVCRUITCOM, or a political representative could assist in gaining preference or overcoming the reason for their rejection. All applicants will be evaluated solely on their individual merits and qualifications using the "whole person" concept.

(2) Recruiting personnel will ensure applicants fully understand the true nature and scope of their agreement with the Navy. Special care must be taken to clarify or avoid any statements, oral or written, that could possibly be construed or misinterpreted as a promise. There are certain matters that must receive special emphasis so that applicants will have a true and proper understanding. These are matters that relate to:

- (a) Incentives, Bonus Programs, College Fund
"Kicker"
- (b) Geographical/Duty Stations
- (c) Promotions
- (d) Educational Opportunities
- (e) Meaning/Requirements of Military Service
Obligation (MSO)

(3) The Navy is a challenging career. If properly presented, this should be sufficient attraction for men and women of the desired character.

(4) Recruiting personnel will reinforce to each applicant that only those promises actually written into their service agreement will be honored.

(5) Real or implied promises that cannot be honored and questionable recruiting practices jeopardize accomplishment of the mission and mar the integrity of the

individual Navy recruiter, Navy Recruiting Command, and the Navy. Such methods are strictly prohibited.

c. Recruiter Intervention in the Judicial System. Under no circumstances will recruiting personnel directly or indirectly intervene on behalf of a prospective applicant who is awaiting action by court authorities.

(1) Recruiting personnel will not appear in court or before judicial authorities at any time (i.e., District Attorney (DA), Assistant DA, Prosecuting Authority, etc.) nor will they initiate communication with the same, or on behalf of any prospect, or applicant.

(2) Informal conversations with defense attorneys or probation/parole officers will be limited to explaining Navy-recruiting policies. Recruiting personnel are prohibited from expressing their personal or professional opinions with applicants or members of the judicial system regarding enlistment/commission or retention of an unqualified individual. The normal course of court action will be allowed to occur without the assistance, intervention, or influence of recruiting personnel.

(3) Correspondence regarding enlistment/commissioning opportunities is prohibited with anyone who is currently incarcerated.

(4) Special inquiries and congressional requests for information must be forwarded to NAVCRUITCOM Inspector General for appropriate action and response.

(5) Recruiting personnel are not authorized to assist applicants or non-applicants seeking to perform volunteer work at Navy recruiting offices for the purpose of fulfilling a court imposed community service requirement.

(6) Recruiting personnel will not enter any portion of an establishment known to be a MEPS lodging and/or meal facility, except when their official duties make it necessary to assist in the proper check-in and check-out of an applicant.

d. Reporting Recruiting Irregularities. Organizational reporting procedures for incidents of recruiting malpractice or misconduct are set forth in the current edition of COMNAVCRUITCOMINST 5041.1. In addition, NAVCRUITCOM personnel

who become aware of or suspect recruiting irregularities will report such activities to their immediate superior. NAVCRUITREG Commanders, NAVCRUITDIST Commanding Officers, and the NAVCRUITCOM Inspector General will initiate inquiries into allegations or complaints of recruiting irregularities, including those forwarded from the Military Entrance Processing Command (MEPCOM).

e. Bribes. In the event an applicant attempts to bribe recruiting personnel for any purpose, it will be reported to the NAVCRUITDIST CO, via the chain of command, who will forward the report to the NAVCRUITREG Commander. The applicant will be rejected and permanently banned from future enlistment/commission.

f. Fraternization. COMNAVCRUITCOMINST 5370.1 explicitly prohibits fraternization and unduly familiar relationships between recruiters and prospects, applicants, and/or candidates.

010405. CONDUCT WITH APPLICANTS. All applicants will be treated with courtesy, respect, dignity, and consideration. This applies equally to rejected applicants. Recruiters have the responsibility for tactfully informing disqualified applicants of their ineligibility for enlistment/commissioning. Rejected applicants must be made to feel their interest in the Navy is greatly appreciated.

a. Sexual Harassment and Discrimination

(1) Recruiters are under the daily scrutiny of the public. As such, any action that jeopardizes the public trust and confidence will adversely affect our ability to accomplish our mission.

(2) Recruiter conduct will be above reproach at all times. Vulgar, sexually explicit, or obscene language or conduct is unprofessional and prohibited. Furthermore, members of the opposite sex will never be made to feel as if a recruiter or member of Navy Recruiting Command is ever taking advantage of a situation; even the appearance of a situation that could be misconstrued will not be tolerated. Failure to adhere to this policy will result in administrative and disciplinary action.

(3) It is imperative that all Sailors and civilian employees of the command understand the Navy policy on

discrimination and sexual harassment. Commanders at all levels will ensure every member under their charge has been provided discrimination and sexual harassment training and education in accordance with the current Navy Order.

b. Information and Instructions to be Given to Applicants
NAVCRUITCOM must find able-bodied, spirited individuals who can endure rigorous training, accept discipline, respond to and provide sound leadership, and perform their duties in a competent manner. The purpose of enlistment/commissioning screening and processing is to determine if applicants fit these general criteria, and to ascertain if they have the potential to serve as Navy Officers. Recruiting personnel will carefully inform applicants as to what they can expect and also what will be expected of them in return.

010406. CONCEALING APPLICANT INFORMATION. Under no circumstances will recruiting personnel instruct an applicant to withhold any information regarding the commission of any civilian offenses, no matter how minor; medical/physical information, to include treatment, medication prescribed, or minor illnesses, regardless of when treatment occurred or the applicant's current medical/physical status; or any other information that could later result in the applicant being discharged for fraudulent enlistment/commission. Inform applicants who state they have had no previous military service that, should they conceal such service, the fact will become known as soon as their documents reach the DoN, and they will be subject to disciplinary action or discharge for fraudulent enlistment/commission.

010407. NON-SOLICITATION OF CERTAIN INDIVIDUALS

a. Generally, applicants apply for commissioning at the recruiting activity nearest their place of residence. When applicants apply for enlistment/commission at a station distant from their permanent residence, recruiters must investigate to ensure the applicant has not been previously rejected. If necessary, recruiters must initiate communication with the station nearest the applicant's home in an effort to obtain sufficient information to establish the applicant's status.

b. Since a considerable amount of planning and administrative work is required to prepare Reservists for planned active duty and ultimate affiliation with a parent Reserve Unit, recruiting members of the Navy Reserve who have

received orders to extended active duty is prohibited. This does not prevent any interested Reservist from voluntarily seeking information concerning Active Component commissioning.

c. Recruiters will not actively solicit enlistment/commissioning of registrants known to have been deferred from training and service under the Universal Military Training and Services (UMT&S) Act, USC Title 50, Section 451, as they are engaged in endeavors considered necessary to the maintenance of the national health, safety, or interest. This does not bar the enlistment/commissioning of such individuals who volunteer on their own initiative. The foregoing also applies to solicitation of members of Components of other branches of the Armed Forces or the National Guard.

010408. SAFEGUARDING APPLICATION INFORMATION

a. Non-Divulgence. Information regarding an applicant will not be divulged to any source outside the Navy, except properly authorized USMEPCOM personnel. This requirement extends to information obtained verbally or in response to written request(s), e.g., test scores, character, employment, school, and police reference checks. It is expressly intended that the applicant and his/her family not be advised of the specific or general content of the information obtained. This is a critical aspect of recruiting; it would be impossible to obtain objective information from community associates if they were not totally assured of the privacy and privileged status this information will receive by recruiting personnel. Recruiters must clearly understand that this includes any and all information, regardless of the manner in which it is obtained.

b. Transmitting Files. Whenever practicable, applicants will not transmit their own or any other person's application file. However, in those isolated instances where an applicant file cannot be transmitted by any other means in sufficient time to avoid a processing delay, an applicant may hand-carry his/her own file from the NORS in a sealed envelope (ensure the tape is initialed).

010409. SENDING RECRUITMENT INFORMATION OR MATERIAL TO A FOREIGN COUNTRY

a. When written inquiries originating from foreign countries are received, forward them to NAVCRUITCOM (00IG) for proper handling and response.

b. Sending recruitment information or material to a foreign country without consent of the country concerned is a violation of international law and is prohibited regardless of the communication media used. However, recruitment information or material may be given to foreign nationals visiting U. S. bases overseas, U. S. territories, or appearing in person at a NORS.

c. Sending recruitment information or material to United States diplomatic officials in a foreign country is permissible.

d. Recruiters assigned to recruiting duty in the continental United States are prohibited from operating a government vehicle in or entering Canada or Mexico to conduct any recruiting business. There are no exceptions to this policy.

010410. UNIFORMS

a. The Navy Dress uniform is the preferred uniform for all events. It is recognized and respected throughout the United States by Americans from all walks of life. The Navy's advertising effort recognizes this and builds upon it. Successful recruiters recognize this and use it to their advantage.

b. The prescribed uniform for recruiting personnel, officer and enlisted, appearing at any official/formal event such as a career fair/Conference (i.e. National Society of Black Engineers (NSBE), National Association for the Advancement of Colored People (NAACP), etc.) television program, public gathering, or patriotic celebration will be the appropriate Navy Dress uniform. The uniform for exceptional presentations (e.g., combat displays, physical fitness tests) will be specified by the Commanding Officer.

010411. HOURS OF OPERATION, NAVY RECRUITING COMMAND. The NAVCRUITDIST CO will prescribe working hours for NORS and support offices. Consideration will be given to staggering

working hours so offices remain open during peak recruiting hours of the day.

010412. INSPECTIONS. Frequent inspections of, or visits to, NORS by the NAVCRUITDIST Commanding Officer or representative are essential to proper functioning of the recruiting effort. Recruiting methods will be under constant inspection by the CO so that no discredit can be brought on the Navy by questionable advertising, false promises, or unethical practices.

SECTION 5**OPERATIONS**

010501. PURPOSE. An uncluttered, orderly office presents a professional appearance and is the first impression an applicant has of the United States Navy.

010502. NAVY OFFICER RECRUITING STATIONS (NORS) SECURITY

a. Emergency Numbers. Names, local addresses and phone numbers of all recruiters assigned to the NORS will be submitted to the local police and fire departments. This requirement also applies to part-time offices, where minor/plant property or files are located.

b. Security Containers. Combination/key locks will be used on all security containers. Only NORS recruiting personnel will be authorized knowledge of combination numbers. Lock combinations will be changed and submitted to the NORS Security Officer annually or upon the departure of any recruiter assigned to the NORS.

010503. COMPUTERS. Physical security standards will be implemented in accordance with current OPNAV directives. The NAVCRUITDIST Systems Administrator (SYSAD) is responsible for maintaining full accountability of all automated data processing (ADP) hardware and software. In addition, the following physical security measures will be taken:

a. The SYSAD will ensure that all computers are accounted for by custody records, signatures and verified semi-annually in April and October.

b. At close of business, all laptops will be properly secured in a locked container (filing cabinet, locked desk drawers, etc.) or taken home.

010504. PRIVACY ACT/FREEDOM OF INFORMATION ACT (PA/FOIA)

a. Forms and documents concerning prospects, applicants, and enlistees will be maintained in a secure manner. Recruiters will be familiar with the policies concerning requesting, recording, filing or divulging information on applicants and recruits obtained in the course of their work.

b. Requests for information under PA/FOIA will be handled carefully. Providing personal information to the parent is an invasion of the applicant's privacy. Only if the applicant is under 18 years of age does the parent or legal guardian have the right of access. Parents or guardians of applicants 18 or over will be informed that disclosure of the applicant's records is an invasion of their privacy under the Privacy Act of 1974.

c. Test material used to determine individual qualifications is exempt, as disclosure would compromise objectivity and fairness of tests. Requests for disclosures of information protected by PA/FOIA should be referred to the NAVCRUITDIST Chain of Command.

010505. COLLECTION OF PERSONAL INFORMATION FROM INDIVIDUALS.

Recruiters will collect information to the greatest extent possible directly from the individual concerned. Recruiters will ensure all Personal Identification Information (PII) obtained is properly safeguarded in accordance with current Navy PII policy and guidance.

a. Third party information will be minimized with the exception of police record checks and character/employment references.

b. Individuals asked to supply information for a system of records, e.g., Recruiting Tools system, must be advised of the following:

- (1) Authority for collection of information,
- (2) Purpose(s) for which information will be used, and
- (3) Whether disclosure is mandatory or voluntary and consequences for failure to provide.

c. The Privacy Act Statement located on the applicant record can be used for this purpose. For additional details and guidance concerning the PA/FOIA the recruiter will consult NAVCRUITCOM Judge Advocate General (JAG) (00J) via their respective chain of command.

010506. OFFICER PROGRAMS DEPARTMENT ORGANIZATION. The Officer Programs Department role descriptions are contained in the Standard Operating Procedures Manual (SOPMAN), COMNAVCRUITCOMINST 5400.2.

010507. **OFFICE FILES.** All files are to be maintained per SECNAVINST 5210.5.

010508. **VEHICLES.** All guidance concerning Navy Recruiting Command motor vehicles is found in the Logistics Support Manual, COMNAVCRUITCOMINST 4400.1.

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SECTION 6

GENERAL INFORMATION

010601. INITIAL APPOINTMENTS. Members initially appointed to commissioned grade are so appointed by the President. Permanently commissioned officers in the active component in and above the grade of Lieutenant Commander, and reserve component officers in and above the grade of Captain are appointed by, and with the advice and consent of, the Senate. When the Senate is not in session, temporary and interim appointments are made, subject to Senate confirmation during the next session.

010602. OFFICER DESIGNATORS. The officer designator codes are four digit numbers used to group officers by categories for personnel accounting and administrative purposes and to identify the status of officers. The first three digits identify the categories in which officers are appointed and/or designated. The fourth digit identifies the status of officers within the various categories. Designators, Navy Officer Billet Classifications (NOBCs), Subspecialty (SSP) Codes and Additional Qualifications Designations (AQDs) are listed in the Navy Officer Manpower and Personnel Classification Manual (NAVPERS 15839 VOL I). The fourth digit of the designator code indicates:

Digit Description

0	An officer in the active component whose permanent grade is Ensign or above.
1	An officer in the active component whose permanent status is Warrant Officer.
2	Temporary officer in the active component whose permanent status is enlisted.
3	An officer in the active component who is on the Retired List.
4	No longer used.
5	An officer in the reserve component (Exceptions: Note 4th digits 7, 8 and 9).
6	No longer used.
7	An officer in the reserve component on active duty in the Full Time Support (FTS) Program (Includes officers of the FTS Program rotated to other than FTS billets).
8	An officer in the reserve component who was appointed in the Navy Reserve Integration Program from enlisted status or whose permanent status is Warrant Officer.
9	An officer in the reserve component who is on the retired list.

010603. OFFICER GRADE CODES. The grades of officers allowed in billets are identified by a one-letter code and/or by an abbreviation. The following is a list of codes, abbreviations, and the officer grades they identify:

Code	Grade	Paygrade	Abbreviation
A	Fleet Admiral	11	FADM
B	Admiral	10	ADM
C	Vice Admiral	09	VADM
D	Rear Admiral (Upper Half)	08	RADM
E	Rear Admiral (Lower Half)	07	RDML
G	Captain	06	CAPT
H	Commander	05	CDR
I	Lieutenant Commander	04	LCDR
J	Lieutenant	03	LT
K	Lieutenant (Junior Grade)	02	LTJG
L	Ensign	01	ENS
R	Chief Warrant Officer-5	W5	CW05
M	Chief Warrant Officer-4	W4	CW04
N	Chief Warrant Officer-3	W3	CW03
O	Chief Warrant Officer-2	W2	CW02

010604. NAVY OFFICER BILLET CLASSIFICATIONS. Navy officer billet classifications are found in the Manual of Navy Officer Manpower and Personnel Classifications NAVPERS 15839 Volume 1 - Major Code Structures.

a. NOBC, AQD and SSP Codes identify officer billet requirements and officer occupational experience acquired through billet experience or through a combination of education and experience.

b. NOBCs, SSPs and AQDs provide a general description of duties performed in a billet. It is not meant to cover every duty required of the job nor is every duty listed a requirement of the billet. Similarly, an NOBC, SSP or AQD in an officer's record does not indicate that the officer has experience in every duty listed in the definition. The NOBC identifies a group of officer billets that are similar but not identical in scope and nature of duties.

c. All Medical Corps (MC), Dental Corps (DC), Medical Service Corps (MSC) and Nurse Corps (NC) Officer NOBCs, SSPs and AQDs classifications in these officer communities identify primary duties associated with interns, residents, fellowships and the practice of health care within medical specialties.

010605. SOLICITATION OF PRIVACY ACT INFORMATION. All forms used by Navy Recruiting personnel to collect personal information from any individual (military or civilian) are affected by this requirement. Forms that are completed by recruiters or support personnel using information from other forms filled out by a prospect or applicant are not included in this requirement.

a. Areas of Advisement. The Privacy Act of 1974 requires that all individuals from whom personal information is requested will be advised of:

(1) The authority (statute or executive order) that authorized the solicitation.

(2) All major purposes for which the DoD uses the information (e.g., determine qualifications for commission or security review).

(3) A brief summary of those routine uses to be made of the information, as published in the Federal Register.

(4) Whether disclosure is mandatory or voluntary and possible consequences for failing to respond.

b. Blueprinting Information. The provisions of the Privacy Act of 1974 extend to personal information obtained for record purposes during discussions with individuals. Therefore, the required Privacy Act Statement will be read and/or given to the individual during telephone or personal interviews when any part of the personal information is to be recorded and retained for any purpose. This requirement includes questions asked to determine basic qualifications for completion of a prospect/applicant card or formal interviews conducted as part of the application procedure. It is realized that citing the specific authority is not feasible under all circumstances. The general authority for all appointment qualifications are Title 10 USC §531 and 10 USC §12201.

c. Verbal Privacy Act Statement. The following Privacy Act Statement will be used during verbal exchanges with prospects or applicants:

"In order to properly assist you in determining the program which best suits your needs, I will require some personal information concerning your background. All

questions are voluntary and you do not have to provide the information. However, it may not be possible to properly determine your eligibility for application without this information."

010606. DEFINITIONS. The following terms are to be standardized in definition to allow for proper tracking:

a. Lead. A name with information for a recruiter to begin discussing Navy opportunities. Lead validity is unknown.

b. Contact. A contact is a valid lead that has responded to the assigned recruiter's attempt to contact and desires additional information regarding Navy opportunities.

c. Prospect. A prospect must meet the following criteria:

(1) Has expressed his/her desire to become an officer in the Active or Reserve Component of the United States Navy (USN).

(2) Appears to meet the basic eligibility requirements for an officer program.

(3) Has received an application.

(4) Has follow-on action pending.

d. Applicant. An applicant is a prospect who has submitted an application for commission to NAVCRUITCOM for an officer program.

SECTION 7

PROSPECTING

010701. INTRODUCTION. Prospecting is the means by which the recruiter places themselves face to face with as many potentially qualified applicants as possible. This is the single, most important factor of success to a recruiter. Prospecting must be a household word and is the cornerstone of every successful accession. Recruiters must prospect continuously to remain consistent. Although the structure of prospecting does not change, recruiters must work to develop the right approach that fits their own individual personality. Recruiters must use themselves as a sales aid and proof source. The recruiter's personal experiences show how the prospect's interests can be satisfied in the Navy. Generally, prospecting is looked upon as an unwanted task. Having a good attitude and possessing the confidence in his/her abilities to prospect can make the prospecting evolution a success for the recruiter. Sitting in the office will not make goal. **Success in prospecting is measured by the number of contracts attained.**

010702. BASIC DEFINITIONS

a. Market I. D. Maintaining a continuous flow of new names on a continuous basis is essential to a recruiter's success.

b. Prospecting. This is the means by which a prospect is contacted. The purpose of contacting an individual is to arrange and conduct an interview with the prospect.

c. Screening/Blueprinting. The process of evaluating a prospect's eligibility as defined in Chapters 2 and 4 of this instruction and aids in eliminating those prospects who do not meet the requirements.

d. Selling. Persuading a prospect to enter the United States Navy using skills, techniques, and motivation. Selling occurs during a face-to-face interview with a potentially qualified applicant.

e. Processing. Applicants applying for enlistment/commission must complete all requirements in accordance with program checklist and PA.

010703. PRINCIPAL SOURCES OF LEADS/CONTACTS

a. Current Navy Students. The Navy has many students in various college programs (Health Services Collegiate Program (HSCP), Health Professional Scholarship Program (HPSP), Nurse Candidate Program (NCP), Financial Assistance Program (FAP), Baccalaureate Degree Completion Program (BCDP), Civilian Engineer Corps (CEC), Chaplain, Judge Advocate General (JAG) Students, Nuclear Propulsion Officer Candidate (NUPOC), who have been selected and accessed into commissioning programs. These students are valuable assets to field recruiters as a source of potential applicant referrals.

b. Name Lists. Qualified name lists are key recruiting tools in obtaining goal in officer recruiting. These name lists consist of:

(1) School lists. These should include name, address, phone number, GPA, major, graduation date, etc. Some examples of school lists are rosters obtained through the Solomon Act, engineering societies, honor societies, minority associations, etc. Utilization of the Solomon Act to obtain school lists will only be at the discretion of the CO on a case-by-case basis. Abuse of this legislation could lead to alienation of the institution.

(2) Professional lists. These should include name, address, phone number, age, etc. Some examples of professional lists are state licensing agencies, state and local professional associations, professional minority associations, etc.

(3) Military lists. These include Individual Ready Reserve (IRR), separation orders list, community lists, etc.

c. Responsibilities

(1) The OPO will:

(a) Coordinate the collection of name lists from all identified Priority 1 and 2 schools.

(b) Coordinate with the LEADS Shop and Advertising Coordinator (ADCO) the effective use of name lists to facilitate leads development.

(c) Where schools are unwilling to provide name lists, identify alternative methods for providing information on Navy officer opportunities to students, e.g., mailbox stuffers/flyers, email announcements, etc.

(2) The OR will:

(a) Obtain name lists for all assigned Priority 1 and 2 schools.

(b) Request the assistance of the Education Services Specialist (ESS) (see paragraph d below) in drafting official requests.

d. The following guidance is provided to assist ORs in obtaining name lists:

(1) Determine the reasons for organizations not providing a list and, when practical, develop a specific plan to address the institutions' concerns.

(2) Express the benefits realized by the school and the student when the student participates in our financial assistance programs.

(3) Promote Navy advocacy by establishing positive rapport with key school officials; e.g., Registrar, Dean of Admissions, Financial Aid Counselor, Career Development Center Director and associated secretaries and clerks.

(4) School systems have a chain of command similar to that of the Navy. Each echelon in this chain should be contacted prior to approaching the next senior level.

(5) When requesting lists, the following will be considered when addressing format and content:

(a) Printed lists must have all data keyed in.

(b) Electronic lists/medium must be compatible with the available software operating system.

(c) Obtaining this information with e-mail addresses facilitates email marketing. Email has a stronger return record than standard mail.

e. Special Events. Examples of special events are: professional conventions, air shows, boat and car races, etc. Specific responsibilities for special events are:

(1) For Special Events, the OPO will:

(a) Assign (or recommend to NAVCRUITDIST CO) an OR to be the Event Coordinator.

(b) Review and (if authorized) approve the OR's POA&M to ensure maximum effectiveness.

(c) Assist and participate where and when necessary.

(2) The OR assigned as the Event Coordinator will produce and execute the approved POA&M for the specified event.

f. Officer Hometown Area Recruiting Program (OHARP) and Senior Minority Assistance to Recruiting (SEMINAR). Procedures governing these programs are found in BUPERSINST 1150.1.

(1) OHARP is designed to return outstanding Navy personnel to their home areas to assist local recruiters in locating quality prospects and establishing centers of influence. OHARP/SEMINAR participation is approved and monitored by NAVCRUITCOM N11.

(2) The SEMINAR Program provides outstanding minority personnel, E6 through O6, to interface with influential members in the minority community and inform them of opportunities for minorities in today's Navy.

(3) The OPO will develop a plan on exactly how to best employ participants of both these programs in accordance with their prescribed instructions.

g. CLO. CLOs are reserve officers who usually hold faculty or administrative positions at colleges or universities. They report to the respective NAVCRUITDIST CO and will be utilized by the NAVCRUITDIST to assist in officer recruiting and, more specifically, diversity officer recruiting. Further guidance on the CLO program is provided in COMNAVCRUITCOMINST 1100.8.

(1) If no CLO is assigned to a District, there should be a plan in the Diversity Section of the MOP to obtain a CLO.

h. PSLO. PSLOs are reserve and retired officers who usually hold faculty or administrative positions at medical schools, dental schools, nursing schools, etc. They will be utilized by the NAVCRUITDIST to assist in medical and dental programs recruiting.

i. For EPO referrals utilize the Enlisted Programs Referral (NAVCRUIT 1131/24).

j. Personally Developed Contacts (PDC). This form of prospecting is physically getting out in the recruiting territory and canvassing potential prospects. All ORs will organize their calendar to allow for this activity throughout their work week. This mode of prospecting is the predominant means of leads generation for Medical and Engineering Officer Programs. The right approach will vary depending on the personality of the recruiter.

k. Centers of Influence (COIs). COIs are persons who are in a position to influence someone's decision to join the Navy. The recruiter will cultivate relationships with COIs, as they are great referral sources. Examples of COIs are school faculty, NAVOPSPTCENS staff members, Navy League contacts, and Naval Reserve Association members, etc.

010704. POACHING

a. Officer recruiting personnel are prohibited from prospecting, accessing, processing or enlisting an applicant that does not reside, perform reserve drills or attend school within the geographical boundaries of their respective NAVCRUITDIST. (Courtesy enlistments, commissioning and superseding are excluded).

b. An applicant residing within the boundaries of one NAVCRUITDIST and attending school or drilling at a NAVOPSPTCEN within the boundaries of another NAVCRUITDIST, has the option of choosing between those two NAVCRUITDISTs.

c. Recruiting personnel contacted by a prospect that neither resides, drills, nor attends a school within their respective NAVCRUITDIST will refer the applicant to the appropriate NAVCRUITDIST based on where the applicant resides, drills, or attends school.

d. A waiver, in writing, to this policy may be granted and provided by the respective COMNAVCRUITREG provided both NAVCRUITDISTs are within the same NAVCRUITREG. Said waivers are to be placed in the applicant's residual file. The NAVCRUITDIST requesting to process the applicant(s) will be the requesting party with copy of the request provided to the opposing NAVCRUITDIST CO at the time the waiver is requested.

e. In cases where the applicant insists on working with a particular officer recruiter outside of the NAVCRUITDIST the applicant resides in, the applicant will write a "Memo for the Record" indicating:

(1) Why the applicant wants to work with the other recruiter.

(2) That the applicant was given the opportunity to work with a recruiter closer to their residence.

f. The memo must be signed and dated by the applicant and the working officer recruiter. It will then be faxed to the NAVCRUITDIST OPO, who will forward it to other NAVCRUITDIST OPO. If a disagreement arises between the NAVCRUITDIST OPOs, the issue will be brought to the respective NAVCRUITDIST COs.

g. NAVCRUITDISTs that are found to have violated this policy will not be awarded contract credit. The contract will be awarded to the appropriate NAVCRUITDIST whose area encompasses the applicant's residence or school.

010705. ADVERTISING AND LEADS RESPONSIBILITIES. The following are practices and responsibilities relevant to officer recruiting and advertising.

a. The OPO will:

(1) Make inputs to the ADCO in the planning of the Advertising Plan (ADPlan) by providing market information about their territory, as well as guidance as to the timing of the mailout. School breaks, holiday periods, and school calendars (exam periods and career fairs) are to be considered when requesting a mailout.

(2) Make the Local Effective Accession Delivery System (LEADS) Production Team Supervisor (LPTS) aware when email campaigns result in new leads.

b. The OR will:

(1) Review all direct mail pieces with the OPO and Advertising Coordinator (ADCO) to ensure the mail out contains correct and current information and is going to the intended target audience.

(2) Inform the OPO when an email marketing campaign has generated leads.

(3) Email specific groups of prospective contacts as identified through school and professional lists and obtained from markets within their AOR only.

c. ORs are prohibited from:

(1) Purchasing advertising and conducting mass mail out campaigns. Instructions applicable to authorization and procedures for local advertising can be found in COMNAVCRUITCOMINST 1140.3.

(2) "Spamming" (process of sending unsolicited email advertising to the general public).

d. All prospecting emails will include the following statement at the bottom of the text:

"Please respond to the originator of this email if you wish to stop future emails by including the phrase REMOVE FROM LIST in the subject line."

e. Public Service Advertising (PSA)

(1) PSA (free advertising) is generally regarded as advertising in the public interest, promoting causes and goals of nonprofit organizations that contribute to the welfare of the community. Radio, television, newspapers, magazines, outdoor billboard and transit companies have unsold advertising space available. Navy PSA provides the media with the opportunity to fill this space and to inform the general public of the career opportunities available in today's Navy.

(2) NAVCRUITCOM produces and markets Navy PSA through national direct mail campaigns and personal visits to major media representatives.

(3) Each Region and NAVCRUITDIST receives information copies of current PSA material as well as listings of local media who are accepting Navy PSA.

(4) The OR's role is to ensure maximum Navy PSA exposure in the local community. OPOs can request PSAs through their Public Affairs Officers (PAOs). Periodic visits in uniform to media representatives can influence prominent placement of Navy PSA and enhance awareness of the Navy in the community.

f. Recruiting Aid Devices (RADs). RADs support the recruiting process and are distributed on a "push" basis, that is, initial distribution to the field of one-half of the quantity produced is made directly. At a specified time, generally six months after initial distribution, the remainder of the inventory is shipped to the field. The amount of items shipped under automatic distribution should last six months. Each collateral item produced carries a "per recruiter" number. This number tells the recruiter how many total copies of that item the recruiter can expect to receive during a twelve-month period. Items with large per recruiter numbers are usually lead generating items; fulfillment items have smaller numbers as do sales closing items. For further guidance on this subject refer to COMNAVCRUITCOMINST 1140.1. They are designed to perform one of five functions:

(1) Lead generating items are designed to generate interest.

(2) Fulfillment items provide basic information on the Navy in response to requests.

(3) Sales Closing items contain detailed information to help the recruiter close the sale.

(4) Transition items are designed to reinforce the prospective applicant's decision to join the Navy and help prepare the applicant for initial officer training.

(5) Awareness items are designed to make people aware of the Navy presence and provide referrals.

010706. LEADS HANDLING

a. The OPO will:

(1) In the case of any lead, assign the lead to the officer recruiter within 72 hours of receipt.

(2) Ensure the officer recruiter has updated the NAVOPSPTCEN record within 14 days, and review the monthly leads report to ensure there are no overdue leads in the National Leads Tracking System (NALTS) and NAVOPSPTCEN.

(3) Obtain a weekly report of NALTS overdue leads from the LPTS.

b. The Officer Recruiter will:

(1) Attempt contact with the lead within 72 hours of receipt. Change status to either "contact" or "lead attempted contact" in NAVOPSPTCEN.

(2) Complete Lead feedback information in the respective NAVOPSPTCEN record within 14 days of receipt.

(3) Attempt and document a minimum of three contacts prior to requesting NAVOPSPTCEN removal, NAVCRUITDIST archive or forwarding to the Enlisted Programs department. The three attempts are to capture all avenues of achieving contact with the lead available in the record (e.g., phone, mail, email).

c. Leads Production Team Supervisor (LPTS): Provide the OPO with a list of NALTS overdue leads report on a weekly basis.

010707. SCHOOL CANVASSING PROGRAM. The school-canvassing program will include medical schools, nursing schools, teaching hospitals, colleges, universities, law schools, seminaries and other post secondary institutions. For the purpose of this manual the word "school" refers to colleges, universities, teaching hospitals, and any other institutes of higher learning associated with Navy Officer recruiting. The school canvassing program described is general in nature, but contains specific requirements to be adopted within any canvassing plan. It does not impose limits or boundaries on the initiative or imagination of the individual recruiter. Good school canvassing programs will use available recruiter resources to effectively recruit to, penetrate and/or develop

viable markets. This program may be amended locally to accommodate the environment.

a. General Program Guidance. Quality schools are prime sources of prospects. Each NAVCRUITDIST will have a comprehensive school-canvassing program with established priorities and milestones. The program will consist of recruiting activities planned throughout the year in coordination with the MOP. The program will be reviewed and modified to fit recruiter, school and community needs. Lessons learned from the school canvassing program will be captured by the ORs on the Officer Recruiting Post-Prospecting Activity Report (PPAR) (NAVCRUIT Form 1131/25).

b. Analysis of School Market. The OR and OPO will analyze each school in the NAVCRUITDIST's territory and direct efforts accordingly. The annual Officer Market Report (OMR) provided by COMNAVCRUITCOM (N511) that shows identifiable historical officer accession production from universities and colleges and relevant markets will be reviewed by each NAVCRUITDIST OPO and retained for two years. The following factors will be considered in analyzing the school market:

(1) What schools are actually producing applicants?

(2) What schools have the quality student that the Navy needs?

(3) What schools will actively promote the Navy and distribute Navy material?

(4) What schools have non-cooperative positions toward the military and/or the Navy? Seek out COIs to assist in understanding the concerns and improving the relationship.

(5) What schools are historically non-productive and why?

c. School Priority Ratings and Management. The schools will be divided into three priority ratings based on market and will be visited as follows:

(1) Priority 1. At a minimum, must include all dental, medical, engineering and historically top producing schools based on the OMR report. These schools will be visited once a month at minimum and after each visit, a PPAR will be placed in the corresponding section of the Campus Data

Notebook (CDN). Priority 1 schools will have an OR designated as the Campus Manager to coordinate cross program events to obtain maximum benefit. Waivers to the minimum monthly requirement must be approved by the NAVCRUITDIST CO or XO in writing based upon NAVCRUITDIST, NAVCRUITREG and NAVCRUITCOM goal attainment.

(2) Priority 2. Possess marketable prospects, but have been historically poor producers. These schools will be visited quarterly at a minimum. Visits will be performed with the intent to develop the school into a Priority 1 market.

(3) Priority 3. Possess limited marketable prospects and/or demonstrate non-cooperative position toward the military. These schools will be visited annually at a minimum, preferably at the start of a term/semester. Visits will be performed to foster COI cultivation and improve relations.

d. Making the Initial Appointment. All initial visits by either new recruiters or to new schools will be made by appointment. All school visits will be tracked in the CDN. Do not utilize "dropping by" techniques when first establishing your campus presence as you may interrupt an established schedule. If an OPO or OR is unable to keep an appointment, the OPO or OR will notify the school representative prior to the time of the appointment to cancel or reschedule the appointment.

e. The Appointment. Recruiters are to be on time and project the proper Navy image at all times. Attitudes are usually formed on the first face-to-face contact, and past negative impressions must be overcome during this meeting. Key points to be taken into account that will aid in your success are:

(1) How much of the school official's time can the recruiter take?

(2) How much time does the recruiter have?

(3) The recruiter will establish an outline of what he/she wants to accomplish. The recruiter will take notes during the appointment.

(4) The recruiter must convey that he/she is an asset/benefit - not a threat - to the students. The officials must trust the recruiter before they will accept the recruiter.

(5) The recruiter will have an outline of his/her goals for the conversation. Some subjects that should be discussed are:

(a) The importance of the students graduating and obtaining their degree prior to entering the Navy.

(b) Benefits such as medical, training, housing, advancements and retirement.

(c) Navy post-graduate education opportunities.

(d) The Educator Orientation Visit (EOV) Program, intended to educate the educators, is a good way to overcome objections and concerns. Recruiters should talk to their Education Service Specialist for further details.

(e) Navy special events that are coming or planned, i.e., Blue Angels, Navy bands, exhibit vans, etc.

(6) Closing the Appointment. Every effort should be made to stay within the time allotted for the appointment. Recruiters will express their appreciation for the individual's time and leave a business card.

f. Follow-Up School Visits. Officer recruiters will go with a predetermined purpose when conducting school visits. Going into the school without a purpose or plan is unprofessional and unacceptable. Recommended activities include:

(1) Inspect collateral material displays. Recruiters will maintain display items on campus in an orderly and timely manner.

(2) Set up a place for interviewing that is agreeable to the school administration and students (e.g., placement office).

(3) Make arrangements to provide presentations to classes and/or student organizations.

(4) With school administration approval, teach a class in your field of expertise, e.g., career planning, goal setting, rating/designator specific subjects, degree background.

(5) Attend major school functions.

(6) Deliver a copy of the school newspaper ad if the NAVCRUITDIST has purchased space.

(7) Visit with Collegiates while on campus.

(8) Visit placement office while on campus visits and inspect Navy contact information and any postings for accuracy.

(9) Visit local NAVCRUITSTA and get enlisted recruiters involved (where feasible). A courtesy call should be made to the Recruiter in Charge (RinC) prior to such visits.

g. College Career Fairs/Days, School Talks, and Events on NAVCRUITCOM's Diversity Calendar (located on the Recruiting Quarterdeck). These events are conducted to promote career awareness. Participation in these events is mandatory and may take the form of a short presentation or passing out collateral material.

(1) Prior to Presentation. The preparation and planning phase is most important to a successful presentation/fair. Outside sources can be used, such as Medical Recruiting Navy (NAVCRUITCOM funded)/Medical Speaker Bureau (BUMED funded), NTOs, etc. When preparing for the presentation the following factors should be considered:

(a) Audience. Determine composition and size: gender specific, mixed gender, age groups, ethnicity, etc. Select the topic that will be of interest to the recruiter's audience. Determine the location and audience size to be accommodated. Stay flexible for last minute changes. If it is a career day booth make certain all participants know the details of the event.

(b) Use of Time. Decide how to maximize the time allotted for the presentation. Possibilities include, but are not limited to discussions, lectures, talks, slides or film presentations, etc. Keep this in mind when planning, if the

recruiter shows a film and only has an hour, select a short film and leave room for questions or discussions. Audio-visual aids used should support the topic.

(c) Rehearse. Once a presentation is prepared and supporting aids selected, the presentation should be rehearsed. It is recommended that a fellow recruiter critique the presenter's rehearsal.

(2) During the Presentation. Proper preparation and thorough knowledge of your subject will facilitate smooth execution. The recruiters may be asked questions that cannot be answered during these events. Be prepared to say "I'm not sure" or "I don't know but I'll find out and get back to you." Audience interest can be maintained only by speaking on the level of their understanding. Speak in layman terms and avoid Navy jargon. Stay flexible, be ready to adjust to unforeseen situations and remain professional at all times.

(3) After the Presentation. Analyze and document the results of the presentation and make notes on how to improve future presentations. Follow-up on any leads or unanswered questions.

010708. CAMPUS DATA NOTEBOOKS (CDN). CDNs are mandatory for all priority 1 and 2 schools and highly recommended for priority 3 schools. CDNs provide specific information about each school to facilitate continuity in personnel turnover. All files will be maintained per SECNAVINST 5210.5.

a. Format. CDNs will consist of a binder of appropriate size with the school name on the cover. Each CDN will contain Top Sheet identifying the School's/Program's name and contact information. The CDN will be divided into three required sections.

(1) Section I: Contact Data

(a) The COI Roster. The COI roster will include at a minimum the following information concerning each COI: name, address, phone number, academic emphasis, and how they contribute to the process.

(b) The Active Duty and Individual Ready Reserve (IRR) Collegiate Roster. These rosters will include at a

minimum the following information concerning each student: name, address, phone number, final program and future graduation date.

(c) Selected Reserve (SELRES). These rosters will include at a minimum the following information concerning each student: name, address, phone number, final program and future graduation date.

(2) Section II: Officer Recruiting Post Prospecting Activity Reports (NAVCRUIT 1131/25). NAVCRUIT 1131/25 documents each campus visit/evolution, e.g., career days, major presentations, hospital visits, college blitzes, stuffing resident boxes, or posting flyers. The report will be reviewed and initialed by the NAVCRUITDIST CO, and maintained in the respective CDN. A report will be submitted at the completion of a prospecting activity, as well as any time a significant social, economic or political event occurs that could change the recruiting atmosphere.

(3) Section III: Additional Information. Additional data will include the following information, but is not limited to the following:

(a) Initial Pre-Visit Preparation List (NAVCRUIT 1131/26).

(b) Area and Campus Maps

(c) NAVCRUITSTA Information. The addresses and phone numbers of NAVCRUITSTAs near or enroute to the college campus are required information.

(d) Clubs and Associations Lists

b. Responsibilities

(1) The OPO will:

(a) Maintain a list of all colleges within the command's prescribed territory.

(b) Assign each priority 1 and 2 school to a specific officer recruiter for a specific program market (e.g., Medical programs). For schools with multiple officers assigned, such as a large State University, assign one OR as the Campus Manager.

(c) Review and initial all CDNs quarterly at a minimum.

(2) The Officer Recruiter will:

(a) Maintain the CDN for each priority 1 and 2 school he/she is assigned.

(b) Document significant aspects of school visits with all COIs in the CDN and NAVOPSPTCEN.

(c) For each assigned school, print and insert into the CDN:

1. An updated COI roster annually

2. An updated collegiate roster semi-annually

(d) Submit a PPAR after major campus visits, such as: career days, major presentations, clinical visits, college blitzes, stuffing of resident boxes, or posting of flyers are accomplished. Reports will also be made any time information needs to be documented that could change the recruiting atmosphere.

010709. BLUEPRINTING. Blueprinting starts when setting the appointment and goes more in-depth throughout the entire interview process. Questions should be open ended and not leading the applicant to a particular response. Thorough blueprinting of qualification information is necessary to ensure the information is accurate and to avoid wasting everyone's time. Recruiters will document citizenship, education, dependents, and any prior service or previous testing. Most of this information can be obtained during normal conversation. Only after a rapport has been established and the recruiter has reminded the prospect of the Privacy Act, should the recruiter continue with the qualification questions, e.g. physical, police, and drug usage.

Remember: Personal information must be appropriately safeguarded at all times.

SECTION 8**MODES OF PROSPECTING**

010801. PURPOSE. Prospecting is any action taken to put a recruiter face-to-face with a prospect. A prospect is an individual that appears eligible for enlistment/commissioning.

010802. TELEPHONE. The telephone is an efficient prospecting tool. It is convenient, provides flexibility, and gives the recruiter a distinct advantage over the prospect when time is taken to prepare for the conversation before making the call.

a. The primary purpose of the phone call is to make contact with the prospect and obtain an appointment. When contact is made, sell the prospect on an appointment, not on the Navy. If the applicant is unavailable and a family member answers the phone, try to find out as much as possible about the applicant.

b. An interview to sell the Navy occurs once the recruiter gets face-to-face with the prospect. There are three factors, Preparation, Planning and Scheduling, and Technique, that will affect the degree of effectiveness and ultimately the results achieved from telephone prospecting:

(1) Preparation

(a) Considering the amount of prospecting conducted over the phone, time spent preparing for phone prospecting is absolutely necessary.

(b) A positive attitude is of equal importance.

(c) Consider every contact a potential contract.

(d) Have the supporting tools readily available:

1. PSS Telephone Script (Exhibit 010801)
2. Contact Lists
3. Computer
4. Blueprinting Form

(e) Establish a relaxed and quiet office environment that is conducive for making telephone calls and minimizes disruptions and distractions.

(2) Planning and Scheduling. Identifying the market to be contacted and the best time to call that market is extremely important in improving the quality and success of phone prospecting. Once phone prospecting is scheduled, every effort will be made to complete the task. When a block of time for phone prospecting is missed, it is lost forever. Every effort must be made to schedule phone prospecting during the hours when it can be accomplished and will have the most impact on your target market. To schedule prospecting without a definitive time frame for accomplishment is not effective planning and will minimize results.

(3) Technique. Anyone can dial a phone number, but a successful recruiter must develop and apply the proper techniques to schedule a quality appointment that will show for an interview.

(a) Always confirm you are speaking with the person you are attempting to contact.

(b) Use PSS skills when phone prospecting.

(c) Recruiters should always be professional, relaxed and smile. The recruiter should state the reason for calling and wait for a response. The more the prospect talks, the better chance of obtaining an appointment. The recruiter must stay focused and be careful not to let the conversation go astray. The recruiter must remain in control at all times without allowing the prospect to know.

(d) The recruiter must be honest and remember that time is a factor in the quality of prospecting being conducted. Wasted conversation with an unqualified applicant is an ingredient for failure, be cordial but direct, be aggressive but courteous. The recruiter must know exactly what he/she is trying to accomplish and remain focused on that goal.

010803. REFERRALS. Referral prospecting is probably the easiest method for generating activity available to the recruiter. It entails nothing more than describing the type of individual you are looking for and then asking people if they know anyone who fits that description. Each individual the

recruiter meets or comes in contact with is a potential source of referrals.

a. Prospect Referrals. Every prospect should be tasked with providing referrals after the interview. The key to obtaining referrals from applicants rests with the way the recruiter asks for them. The recruiter must let the applicant know exactly what they are looking for and help the applicant in the process of remembering names of friends, families, co-workers, or anyone the applicant believes will benefit from the opportunities the Navy offers. The recruiter should encourage the applicant that the applicant will make a difference in someone's life by assisting with a referral.

b. COI Referral. Whether they are attached to a school or not, COIs should never feel as though they are being used. Recruiters will make it a habit to thank COIs every chance they get to make them feel part of the team. They are very interested in the applicant they referred to the Navy or they would not have referred them. The most important thing for the recruiter to remember about COIs is the more of them that are cultivated, the more people are working for the recruiter, and the better chances the recruiter has of getting referrals that can potentially become contracts.

c. Officer Program Referrals. An OR, the OPO, or, in the absence of an OR or OPO, the NAVCRUITDIST XO shall evaluate each referred enlisted prospect to the OPO Department for suitability for an officer program. Both the Enlisted Programs Officer (EPO) and OPO shall track all inter-departmental referrals throughout the fiscal year to evaluate the effectiveness of the referral process in regard to commissions/appointments and enlistments achieved. The following procedures, at a minimum apply:

(1) The officer program evaluation shall normally be completed by the OR, the OPO, or the NAVCRUITDIST XO within 72 hours utilizing the Officer Programs Referral form (NAVCRUIT 1133/98) initiated by the Enlisted Programs Department. The signed and dated NAVCRUIT 1133/98 shall be returned to the enlisted recruiter, respective Recruiter-in-Charge (RinC), Chief Recruiter (CR) or EPO immediately upon determination of the applicant's viability for an officer program.

(2) If an applicant is found to be competitive for an officer program based on initial screening, and the applicant

desires to submit an officer program application, the applicant may be contracted for enlisted programs, but shall not be shipped to RTC until final determination (selection or non-selection) is made by COMNAVCRUITCOM Officer Programs. If the applicant does not wish to apply for an officer program or wishes to abandon their application for officer programs after starting the process, the applicant must indicate their declination in writing by using **Competitiveness of Officer Programs (NAVPERS 1070/613)**

d. **ENLISTED PROGRAMS.** When a General Officer Program contact does not meet basic eligibility requirements, the OR or the OPO shall explain to the contact the specific criteria he/she does not meet. The OPO shall immediately refer the contact to the Enlisted Programs Department by initiating an Enlisted Programs Referral (NAVCRUIT 1131/24) and forwarding it to the Enlisted Programs Department. Discussion of specific information regarding any COMNAVCRUITCOM Selection Board deliberations with a non-selected applicant is prohibited. The following procedures, at a minimum, apply:

(1) When a Medical Program contact does not meet basic eligibility requirements, the Medical Programs recruiter or the OPO shall explain to the contact the specific criteria he/she does not meet. The Medical Program contact shall be counseled by the OR or OPO as to their opportunity to apply later should the contact resolve the noted deficiency.

(2) The Enlisted Programs Department shall return the signed and dated NAVCRUIT 1131/24 within 72 hours of receipt from the OPO indicating the initial outcome of the referral.

(3) If the referral subsequently contracts, the EPO shall notify the OPO within 72 hours of a referral's DEP-in. The OPO shall update the respective NAVCRUIT 1131/24 and retain it with all other Enlisted Programs Referrals for a period of three years.

010804. ADVERTISING - LEADS. The Navy reaches several important markets each year through a system of direct or national mail outs. This system is commonly referred to as LEADS. These mail outs not only target potential prospects for enlistment/ commissioning, but are also designed to obtain complete coverage of the target market and maintain interest through follow-up letters and incentive items. The important thing to remember about LEADS generated through advertising is

that the prospect is interested in a job and training, but not necessarily in the Navy. It is the recruiter's job to sell the prospect on the Navy not just the job. Timing is everything when dealing with LEADS. Field recruiters are not authorized to purchase any advertising on their own.

Note: Recruiters will prospect a LEAD within 48 hours of receipt of that LEAD. The disposition of the LEAD will be annotated in OTools within 14 days of receipt or it will be considered overdue. LEADS will remain in a recruiter's working ticker for a maximum of four months or until a disposition is attained.

010805. MAILOUTS. Regular mailouts are conducted by the NAVCRUITDIST to assist in the recruiting effort. NORs, requesting help to target their market, are strongly encouraged to submit a valid list of contacts to the LEADS Production Team. The list and market will be evaluated and a determination will be made as to whether or not it is cost effective to target the market requested. NORs are prohibited from conducting mass mailouts. Individual mailouts are authorized as long as they are limited.

010806. PERSONALLY DEVELOPED CONTACTS (PDCs). PDCs involve meeting likely prospects face-to-face and obtaining names and sufficient information for the purpose of making an appointment. Getting just a name with no additional information is not a PDC contact. Recruiters will familiarize themselves with their area to identify those locations that are most likely to produce contacts. The following locations are examples of places to PDC:

- a. Colleges and Professional schools.
- b. Businesses that hire young people.
- c. Sporting events/military shows/and other special events that attract large crowds.

Note: Plan PDC prospecting when contact is most likely. Timing is a critical element when recruiting.

- d. Other factors to consider when planning PDC prospecting:
 - (1) Market. Where is there a propensity to find eligible candidates?

(2) Time of Day. Scheduling prospecting at a time when prospects are available.

(3) Objective. Recruiters must have a plan of action prior to commencing prospecting. What is the recruiter trying to accomplish? Is it an effective enough plan to aid the recruiter in making mission? Always analyze the results after the prospecting period. The recruiter's skills will improve over time if he/she works on his/her weaknesses and improve on his/her strengths.

(4) Procedures and Techniques. The following are basic procedures for soliciting Personally Developed Contacts:

(a) Utilize PSS skills.

(b) Be outgoing. Recruiters must introduce themselves, shake hands, and explain to the contact who they are, and what they do. In simple terms, the recruiters must be informal, but professional.

(c) Avoid forcing the prospect to make any decision about military affiliation.

(d) Recruiters should participate with the people they are trying to enlist/commission.

(e) Express an interest in the prospect's background, current situation, and plans. Recruiters should discuss things they share in common with the prospect. Recruiters will ensure the prospect understands they may find some of these things in the Navy.

(f) Recruiters will not conduct interviews on the street.

(g) When recruiters make contact with groups, they should try to identify the leader of the group and appeal to that person.

(h) Recruiters will always ask for referrals.

010807. TIME MANAGEMENT

a. Time management is absolutely critical to a recruiter's prospecting success. Time management is often the greatest challenge that a recruiter faces while prospecting. Poor time

management ultimately results in poor quality contracts and can possibly lead to failure. Effective time management however, promotes quality of life and mission accomplishment. There is no substitute for solid work ethic and good prospecting. Accept that recruiting is a complex process; it requires many different actions over time before results are realized. Break down the recruiting process and utilize every prospecting mode. Recruiters will establish objectives prior to prospecting, and should reward themselves for good prospecting. This will build good habits and will reinforce the positive behavior that just occurred.

b. There are many ways to waste time, such as idle conversation and waiting. How often does a recruiter wait for a prospect to show for an appointment? How often do they wait for prospects to finish a test? How often do they wait for a clerk to give them a form? Waiting is wasted time that accomplishes nothing. Recruiters must remain productive. While waiting for an appointment, recruiters should continue prospecting for potentially qualified applicants. When running documents, recruiters are to use their PDC skills and canvass the area. Recruiters will always look to be productive and take every opportunity to prospect.

010808. ANALYSIS OF PROSPECTING. At the end of each prospecting evolution, analyze what was accomplished against the goal. Evaluate the quality of prospecting by looking at the appointments that were set. Look at the big picture (mission) and see what impact the prospecting had on attaining goal. Always stay focused on prospecting, everything else is lower priority. Without prospecting, there are no applicants. In the end, success in prospecting is measured by the quality of the contracts written.

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EXHIBIT 010801. PSS PHONE SCRIPT

STEP	ACTION	STEP	ACTION
1	"Hello, may I speak with (Prospect's Name) "	5	TIME: "(PROSPECT'S NAME) would _____ or _____ be better?"
2	"(Prospect's Name) this is (Recruiters Name). Do you have a minute?"	6	LOCATION: "(PROSPECT'S NAME), do you know where my office is located?"
3	"The reason I'm calling is I am the United States Navy representative here in (YOUR CITY) and (SELECT ONE OF THE FOLLOWING)"	7	(PROSPECT'S NAME) do you have a pen and piece of paper? Let me give you my phone number in case something changes and we can meet sooner than (TIME & DATE of APPT)
4	REFERRAL: "I was talking with a mutual friend of ours (NAME OR REFERRAL) and he/she had some nice things to say about you. What I would like to do is set up a time for you and I to get together and discuss some of the things that he/she thought would be of some benefit to you. How does _____ or _____ sound?" COLD CALL: "I've been working with other (GROUPS, STUDENTS, ORGANIZATIONS) here in the area and we have discussed some ideas that might be of some value to you both now and in the future and I would like to get together and share them with you. Does _____ or _____ sound beneficial? " LEADS: "My district personnel office notified me that you were interested	8	TRANSPORTATION: "Do you have your own car or will you need a ride down to my office?"
		9	"(PROSPECT'S NAME) with your permission, I would like to ask you a few questions to save us both some time when we do get together. Would that be alright with you?" PRIVACY ACT: "(PROSPECT'S NAME) I would like to advise you of the Privacy Act, which states that anything you tell me is between you, me and the United States Navy. First let me ask what hobbies or interests do you have?"
			How old are you? What is your height? How much do you weigh? Did you graduate from college or are you currently attending? What is/was your major? GPA? Do you have any medical problems that you are aware of, or are you under the care of a physician presently? Have you ever used any illegal drugs? Were you born in the United States? Have you ever been in trouble with the police for

<p>in (FIELD). What I am interested in doing is getting together at a mutually acceptable time to share more information about (FIELD). Would _____ or _____ be better for you?"</p> <p>DIRECT MAIL: "I recently received your reply card requesting more information about (FIELD or PROGRAM) although that information should have been mailed I have some additional information available for you. I would like to get together on _____ or _____ to go over that information with you. How does that sound?"</p>		any reason?
	10	Ask for referrals
	11	"(PROSPECT'S NAME) By the way, what phone number did I give you?"
	12.	<p>CLOSING</p> <p>"(PROSPECT'S NAME), I am looking forward to meeting you on (DATE & TIME OF APPOINTMENT) to discuss (BRIDGE TO EARLIER REASONING) I am going to gather some information for our meeting. What I would like you to do is think of any information or questions that you may find particularly useful during our meeting. Do you have any other questions or programs you would like to discuss? Great then I will see you then."</p>

EXHIBIT 010801. PSS PHONE SCRIPT (CONT'D)

INDIFFERENCE	MISUNDERSTANDING	DRAWBACK	SKEPTICISM
<p>When the customer expresses satisfaction with his or her circumstances you should:</p> <p>1. Acknowledge the prospect's point of view</p> <p>(Example) "(Name), it always makes me feel good when I talk to people today and they have their act together, not everyone does you know...you should be proud of yourself..."</p> <p>2. Request permission to probe</p> <p>(Example continued) "...and I have found that things have a way of changing when you least expect it. Could I just take two minutes of your time to ask a couple of questions to determine if I might be able to offer some suggestions to help you in case things do change?"</p> <p>3. Probe prospect's circumstances for Opportunities and Effects:</p> <p>Use the strategy on page 96 in the PSS Core Program Book...</p> <p>Pick a Navy Feature for which you think (based on your customer</p>	<p>When it's clear that the customer thinks you can't provide a feature or benefit you can provide.</p> <p>Probe to understand the concern</p> <p>Confirm the need behind the concern.</p> <p>(Example) "(Name) would _____ be important to you?"</p> <p>Support the need.</p> <p>Acknowledge the Concern.</p> <p>(Example) "Sounds right having the _____ provides piece of mind to many of the people I talk with."</p> <p>Describe relevant features and benefits.</p>	<p>When it's clear that the customer is dissatisfied with the presence or absence of a feature or benefit.</p> <p>Probe to understand the concern.</p> <p>Acknowledge the concern (Example) "(Name) there are a lot of other people that I talk with that share your concern"</p> <p>Refocus on the bigger picture (Example) "(Name) lets look at this from another angle."</p> <p>Outweigh with previously accepted benefits if you have any, if not try to put the concern aside temporarily and create awareness of other customer circumstances/needs that you can satisfy and return to outweigh</p>	<p>When it's clear that your customer doubts a feature or benefit that you've described.</p> <p>Probe to understand the concern.</p> <p>Acknowledge the concern.</p> <p>(Example) "(Name) I can understand where you are coming from"</p> <p>Offer relevant proof.</p> <p>(Example) "(Name) When we get together I will have _____ ready for you to see for yourself."</p> <p>Check for acceptance.</p>

INDIFFERENCE	MISUNDERSTANDING	DRAWBACK	SKEPTICISM
<p>knowledge) there may be an Opportunity</p> <p>Ask yourself what condition/problem this prospect may be facing if he/she is not enjoying the benefit offered by the Navy</p> <p>Ask yourself what question(s) you could ask to determine if that opportunity exists</p> <p>Use the format: (A) How do you do? (B) How's that working for you? (C) What's the Effect on you if that doesn't change? 4. Closed probe to confirm a need (to solve that condition/problem)</p> <p>Support with the Navy Feature and Benefit.</p> <p>If prospect is willing to continue talking, try to uncover and support other needs...if not, ask for an appointment to discuss additional ways you can help when he/she has more time to talk.</p>	<p>(Example) "(Name) in the Navy we have _____ that will provide you _____ that you are looking for. When we get together I will have more information on _____ prepared for us to talk about."</p> <p>Check for acceptance.</p> <p>(Example) "(Name) would _____ or _____ be better for us to meet and discuss that further?</p>	<p>with them.</p> <p>(Example) " (Name), I hear you but if you do not mind I would like to come back to that in a few minutes, if I could ask you a few questions about.....(see indifference model)</p> <p>Check for acceptance.</p> <p>(Example) "(Name), although you had a valid concern can you not see how working through _____ will actually allow you to move forward in your personal/professional life? Would _____ or _____ be better for us to get together so I can show you many other things that can help you achieve your long term goals?"</p>	<p>(Example) "(Name) would _____ or _____ be better for us to get together for me to provide you with that?"</p>